



Township of Douro-Dummer Revised Agenda for a Special Meeting of Council

Thursday, October 16, 2025, 10:00 a.m.
Council Chambers in the Municipal Building

Please note, that Council may, by general consensus, change the order of the agenda, without prior notification, in order to expedite the efficiency of conducting business

Hybrid Meetings

Regular and Special meetings of Council are being held in person and electronically. Regular Meetings are recorded and live-streamed on the Township YouTube channel. Special Meetings will be recorded and live-streamed where feasible.

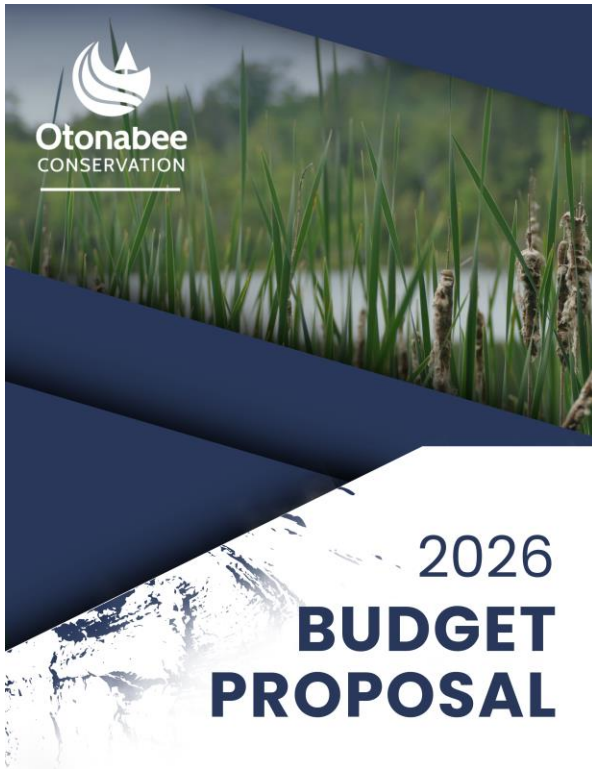
To watch the meeting live or access a recording please visit the Township's YouTube Channel
https://www.youtube.com/channel/UCPpzm-uRBZRDjB89o2X6R_A

	Pages
1. Reason(s) for Special Meeting:	
To allow for the presentation of the First Draft of the 2026 Budget to Council.	
2. Land Acknowledgement	
3. Disclosure of Pecuniary Interest:	
4. Adoption of Agenda: October 16, 2025	
5. Delegations, Petitions or Presentations:	
5.1 Presentation - Janette Loveys Smith, CAO/Secretary-Treasurer, ORCA 2026 Draft Budget	1
5.2 Presentation - 2026 Draft Budget	40
Todd Davis, CAO, will lead Council through review of the Draft 2026 Budget.	
6. Confirming By-law: 2025-37	107
7. Adjournment	

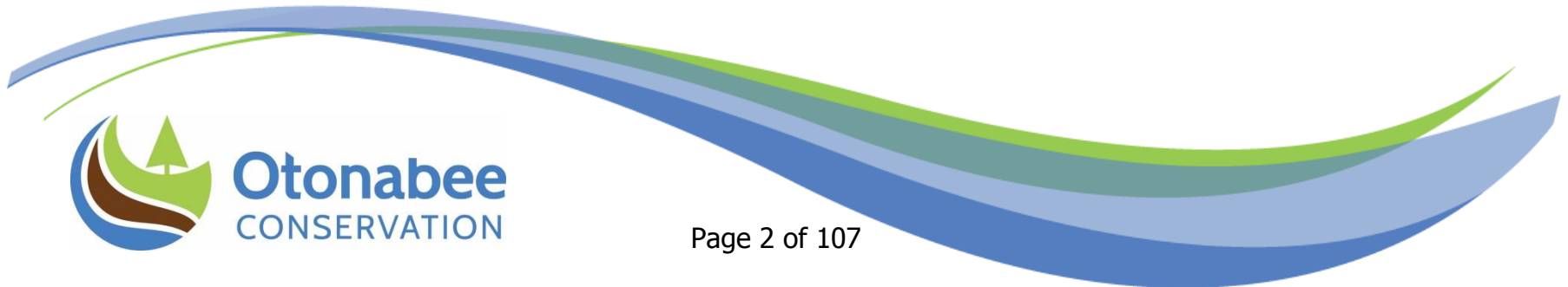


**2026 Proposed Budget
Operating, Capital and Apportionment
Douro-Dummer Township
October 16, 2025**

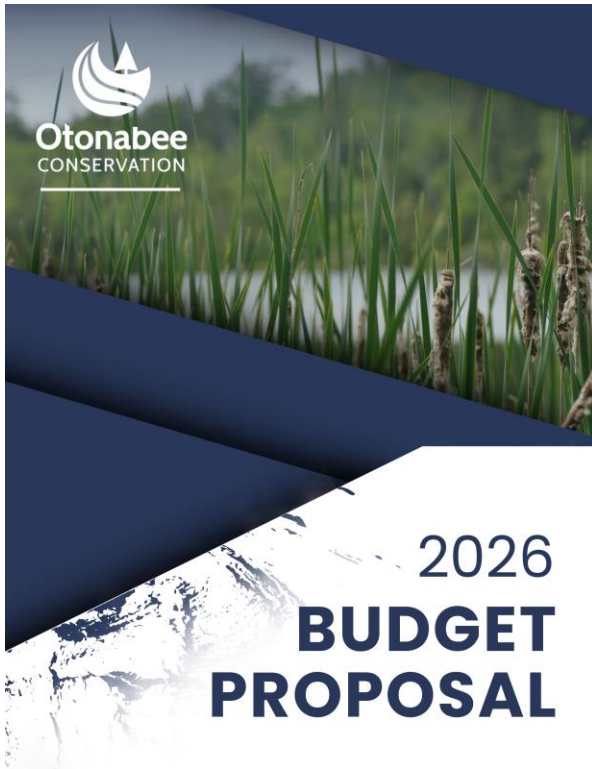
Overview 2026 Budget



- A 7.4% increase in apportionment is proposed, representing an additional \$115,000 across 8 municipalities.
- This includes a 0% increase to the operating budget.
- The full 7.4% increase applies to the capital budget, supporting decommissioning of assets, and equipment investments.



Douro-Dummer Township



- Modified Current Value Assessment is used to calculate the municipal apportionments.
- 2026 apportionment is \$123,982
- Represents an increase of \$8,627

Organizational Review and Budget Planning



At the April 17 Board meeting, the Organizational Efficiency & Alignment Review report was presented, highlighting key gaps and opportunities across the organization.

As a follow-up, draft three-year operating budgets were developed to help the Board and staff evaluate potential financial impacts. These draft budgets were reviewed at the June 19 Board meeting to support informed decision-making and strategic planning.

2026 Operating Budget Highlights

- **Tax Levy:** Maintains the same level as 2025.
- **Revenue Adjustments:**
 - Permitting revenue reduced by \$25,000.
 - Lakefield Campground operations removed (both expenses and revenues).
- **Cost Reductions:**
 - Significant decrease in external consultant fees.
- **Strategic Investments:**
 - Increased Corporate Services budget to support software modernization and licensing.
 - 2% Cost of Living Adjustment (COLA) and funding allocated for staff compensation and board per diem reviews.
- **External Funding Sources:**
 - Grants and donations are integrated into the operating budget and maintained as part of ongoing financial planning.
- **Service Delivery:**
 - Transitioning services back to in-house, with new staffing positions.
- **Reserves:**
 - No draw from reserves into the operating budget.

2026 Capital Budget Highlights

- The proposed 7.4% increase to the capital budget—equivalent to \$115,000—reflects a strategic shift toward:
 - Decommissioning end-of-life assets in conservation areas to improve safety and efficiency.
 - Investing in sustainable equipment to support long-term operational resilience. Business Case is included in the Budget Book.
 - Addressing the absence of capital funding in prior levy-supported budgets, ensuring the organization can meet future infrastructure and service delivery needs.

2026 Capital Budget Highlights

Category 1 Program & Services	Project Costs
Decommissioning of End of Life Assets	25,000
Utility Equipment	55,000
Signage – Directional & Regulatory	5,000
Dams Maintenance	5,000
Contribution to Capital Reserves	15,000
IT and Field Equipment	10,000
TOTAL	\$115,00

Reserve Levels

- For context, the current reserve levels of the Authority are as follows:
- **Capital Reserve Fund: \$1,361**
- **General Operating Reserve: \$286,349**



Proposed 2026 Municipal Apportionment

Proposed 2026 Municipal Apportionment						
Municipality	2025 Municipal Apportionment	Modified CVA Based Apportionment %	Category 1 - Operating (97%)	Category 3 - Operating (3%)	2026 Municipal Apportionment	Increase amount in dollars
Asphodel-Norwood	\$ 43,826	2.85	\$ 45,690	\$ 1,413	\$ 47,103	\$ 3,277
Cavan-Monaghan	\$ 113,661	7.39	\$ 118,496	\$ 3,665	\$ 122,161	\$ 8,500
City of Kawartha Lakes	\$ 10,373	0.67	\$ 10,814	\$ 334	\$ 11,149	\$ 776
City of Peterborough	\$ 898,448	58.43	\$ 936,669	\$ 28,969	\$ 965,638	\$ 67,190
Douro-Dummer	\$ 115,355	7.50	\$ 120,262	\$ 3,719	\$ 123,982	\$ 8,627
Otonabee-South Monaghan	\$ 88,376	5.75	\$ 92,135	\$ 2,850	\$ 94,985	\$ 6,609
Selwyn	\$ 267,303	17.38	\$ 278,674	\$ 8,619	\$ 287,293	\$ 19,990
Trent Hills	\$ 416	0.03	\$ 434	\$ 13	\$ 448	\$ 31
TOTAL	\$ 1,537,757	100.00	\$ 1,603,174	\$ 49,583	\$ 1,652,757	\$ 115,000

Enhancing Program & Service Performance Monitoring

- Transition operational objectives into measurable Key Performance Indicators (KPIs).
- Improve transparency and accountability through structured performance assessment.
- Strengthen oversight by implementing consistent evaluation frameworks.



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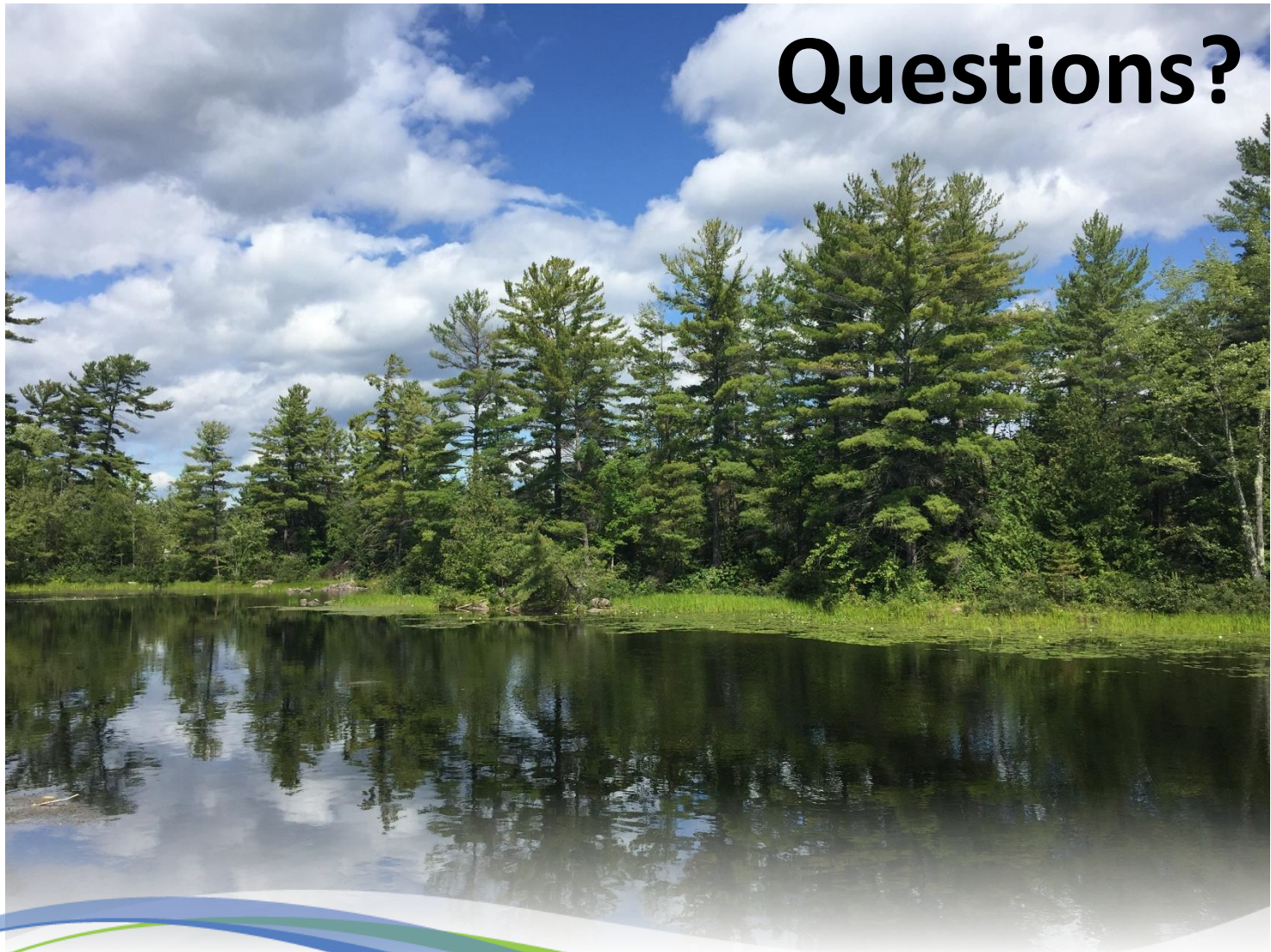
2025 Ice Storm

Otonabee Conservation Reporting

- [ORCA Strategic Plan 2024-2027](#)
- [2024 Annual Report | Otonabee Conservation](#)
- [2024 Permitting Standards Report](#)



Questions?



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2026 **BUDGET PROPOSAL**

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1.0 2026 Overview

2025 has been a successful year for Otonabee Conservation, marked by numerous accomplishments and continued compliance with provincial legislation.

The Board of Directors' 2024–2027 Strategic Plan continues to play an important role in guiding the development of both the operating and capital budgets, ensuring alignment with long-term organizational goals.

The 2026 operating and capital budget has been developed through a comprehensive and detailed analysis process. As part of the Authority's ongoing efforts to enhance service delivery, key support services are transitioned back in-house to better align with our programs and objectives.

On April 17, 2025, the Board received the Organizational Efficiency and Alignment Report, which informed the development of draft three-year operating budgets presented at the June 19, 2025 Board meeting. Extensive background work has been completed to support the proposed 2026 budget, and ensure it reflects both strategic priorities and operational needs.

The proposed 2026 budget recommends a 0% increase to the operating budget and a 7.4% increase to the capital budget. There was no capital budget in the 2024 or 2025 apportionment.

The operating budget includes a range of valuable contributions that collectively advance the organization's strategic goals. Meanwhile, the capital budget is focused on mitigating risks and addressing liabilities across our conservation lands through sustainable, in-house solutions.

This is a reasonable, taxpayer-conscious, and well-considered budget package. It clearly identifies the resources required to deliver the Authority's programs and services effectively as well as efficiently.

Otonabee Conservation

Watershed Municipalities

Municipality of Trent Hills
City of Peterborough
Township of Cavan Monaghan
Selwyn Township
Township of Douro-Dummer
City of Kawartha Lakes
Township of Otonabee- South Monaghan
Township of Asphodel-Norwood

2025 Board of Directors

Municipality of Trent Hills
Michael Metcalf (Chair)

City of Peterborough
Kevin Duguay (Vice Chair)

City of Peterborough
Don Vassiliadis

City of Peterborough
Gary Baldwin

Township of Cavan Monaghan
Ryan Huntley

Selwyn Township
Ron Black

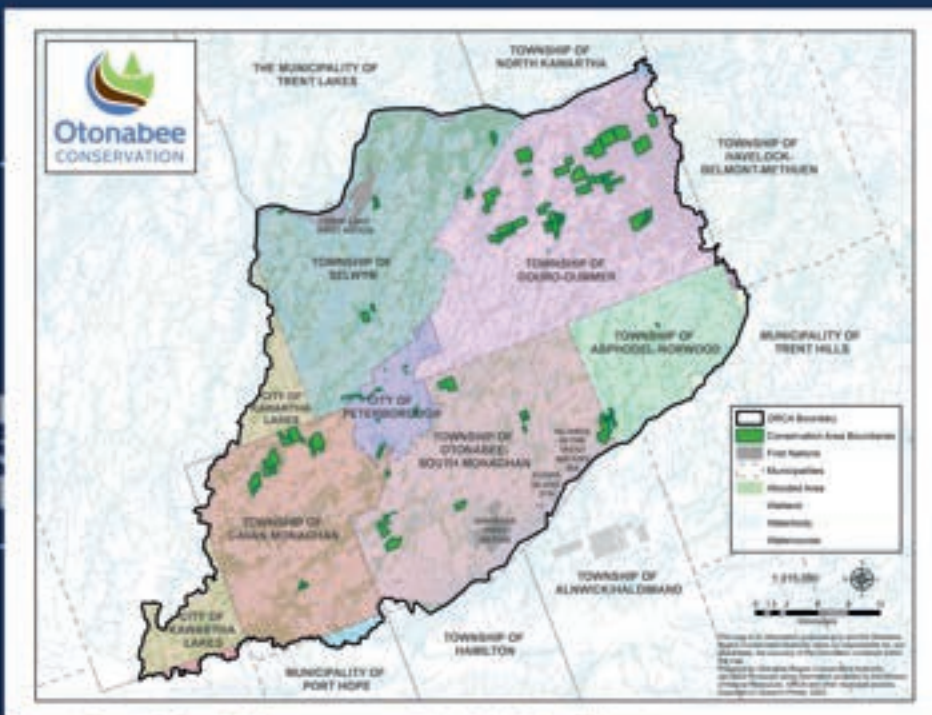
Selwyn Township
John Boyko

Township of Douro-Dummer
TBA

City of Kawartha Lakes
Ron Ashmore

**Township of Otonabee
- South Monaghan**
Joe Taylor

Township of Asphodel-Norwood
Patrick Wilford





Our Vision

As guardians of our local water and natural environment, we promote resiliency to change, foster community stewardship, and provide outdoor recreational opportunities to support healthy living.

Our Mission

- Protect people and property through informed decisions and actions, information sharing, and facilitating solutions-based outcomes.
- Foster and encourage stewardship of the natural resources people rely on by learning from and working with our watershed community.
- Protect and manage conservation lands, trails, services for public enjoyment and to promote activity that contributes to healthy living.

Our Values

- **People First** - residents, businesses, clients, and staff are valued & listened to with an open mind.
- **Professionalism** – our actions are reliable, consistent and trustworthy. Collaborative – solutions-based teamwork is a keystone of our success.
- **Continuous Improvement** – we strive to do our utmost & seek out opportunities to progress.
- **Fiscally responsible** – being accountable and transparent in all we do.

2026 Budget Format

The Otonabee Conservation Authority has four program and services areas:

- Natural Hazard Protection Program
- Conservation Lands Program
- Watershed Management Program
- General Operating

The program areas are reported in accordance with the categorization as required by Regulation 687/21.

Conservation Authorities Act Regulations

Otonabee Conservation's Programs and Inventory was approved on June 2022 to meet the regulations:

- Ontario Regulation 686/21:
Mandatory Programs and Services
- Ontario Regulation 687/21: Transition
Plans and Agreements for Programs and Services

Categorization of Programs and Services as per Regulation 687/21

Category 1. Mandatory programs and services defined in regulations where municipal levy can be applied.

Category 2. Municipal programs and services at the request of a municipality.

Category 3. Other programs and services an Authority determines important and can use municipal levy if required through an agreement with participating municipalities.

1.1 Year-Over-Year Summary

REVENUE	Actual	Budget	
	2024	2025	2026
APPORTIONMENT - OPERATING - mandatory	1,427,318	1,537,757	1,537,757
APPORTIONMENT - CAPITAL			115,000
Fees	1,275,000	1,260,000	889,800
Grants	196,249	198,749	203,749
Donations	20,000	40,000	54,000
Self-generated revenue	167,200	126,890	116,166
Reserves	20,000	28,000	-
Agreements	170,000	183,500	164,600
Total Revenue	3,275,767	3,374,896	3,081,072
EXPENSES	-	-	-
Capital Expenses			115,000
Salaries & Benefits	2,252,319	2,364,970	2,174,730
Advertising	8,500	8,500	7,000
Awards & Scholarships	3,300	-	-
Board Governance	44,250	43,500	46,000
Equipment	11,500	14,700	13,700
Information Technology	89,660	87,116	68,281
Insurance	113,800	123,025	117,125
Interest & Finance charges	43,250	43,850	28,850
Licence Fees	114,211	114,025	29,309
Maintenance & Services	132,250	127,990	123,867
Purchases for resale	41,500	41,500	17,500
Office expenses	27,600	21,400	19,650
Professional Development	23,000	18,250	18,000
Professional Services	147,300	152,420	150,009
Project related expenses	54,876	54,500	34,500
Property Taxes	21,200	21,200	21,200
Travel & Staff Expenses	24,950	22,700	16,100
Utilities	97,400	89,250	59,250
Vehicle Pool	25,000	26,000	21,000
Total Expenses	3,275,866	3,374,896	3,081,072

1.2 Overview of Operating Budget

Otonabee Conservation is committed to working collaboratively with our member municipalities, and to understand the financial pressures faced by watershed residents. We strive to be a trusted partner in the watershed, delivering valuable services and programs that support our communities.

The total proposed 2026 operating budget is \$3,081,072, which includes a municipal apportionment of \$1,652,757. This incorporates Category 3 expenditures of \$49,583, which represent 3% of Category 1.

Key components of the proposed budget include:

- A 2% cost-of-living increase and a 17% increase in employee health and benefits
- A reduction in consultant fees of \$90,000
- Consolidation of select budget line items to improve reporting and accountability

The primary objectives of the proposed budget are to:

- Safeguard programs and services, along with their associated service levels
- Increase transparency and accountability
- Build long-term financial sustainability

These changes are designed to better guide the Authority, and ensure effective stewardship of resources across the watershed.

1.3 Draft 2026 Budget Summary

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Apportionment	
Category 1 and 3 Operating	1,537,757
Capital	115,000
Total Apportionment	1,652,757
Dollar Increase	115,000
Percentage Increase	7.48%
Total Budget	
	3,081,072

1.4 Overview of Capital Budget

The proposed 2026 capital budget is \$115,000, distributed across eight member municipalities. The primary focus for 2026 is the decommissioning of legacy assets in conservation areas that have reached the end of their lifecycle. If these assets are not addressed, they will continue to pose increasing liability and risk to the Authority.

To support more efficient operations, the capital budget includes a Business Case for equipment acquisition, aimed at improving service delivery and reducing long-term costs.

For the first time, a modest allocation to the capital reserve is being recommended. This marks an important step towards forward-looking financial planning, helping to protect the Authority's assets, and reduce the future financial burden on taxpayers.

1.5 Capital Budget

Program Area & Description	Project Cost
Category 1	
Decommissioning of End of Life Assets	25,000
Utliity Equipment	55,000
Signage - Directional and Regulatory	5,000
Dams Maintenance	5,000
Contribution to Capital Reserves	15,000
General Operating	
Corporate Services - IT and field equipment	10,000
Total	\$115,000

1.6 Capital Budget Business Case

To: Chair and Members of the Board
From: Janette Loveys Smith, CAO/Secretary-Treasurer
Meeting Date: September 25, 2025
Business Case: Proposed 2026 Capital Budget – Utility Tractor



Recommendation

The purpose of this Business Case is to provide the Board with additional information regarding the request for the acquisition of a utility tractor. This document outlines the operational need, expected benefits, financial impact, and long-term value of the proposed equipment.

Summary of Business Case

Otonabee Conservation is seeking to acquire a utility tractor to support a wide range of operational and property maintenance tasks across its managed lands and facilities. The proposed equipment will enhance efficiency, reduce manual labor, and improve the quality of site upkeep throughout the year.

Immediate Operational Uses

- Clearing and transporting brush and debris
- Leveling and grading gravel parking lots and access roads
- Improving drainage and erosion issues on trails
- General property maintenance and landscaping

Current Equipment Status

The Authority currently owns very limited and aging equipment, none of which meets the operational requirements outlined in this proposal. The absence of suitable machinery has resulted in increased reliance on external contractors, and reduced capacity to perform routine and seasonal maintenance in-house.

Business Needs and Desired Outcomes

The acquisition of a utility tractor with multi-attachment capability (e.g. loader, backhoe, brush mower, post auger, grading blade) is a strategic investment that will significantly improve Otonabee Conservation's ability to maintain its properties and trails. Approval of this proposal will enable staff to perform essential tasks more effectively, and adapt to future operational requirements.

Additionally, lands conservation staff have been working to reduce costs by completing some tasks manually. However, this approach is often both labour- and time-intensive.

1.6 Capital Budget Business Case continued

Costs and Cost-Benefit Analysis

Benefits

- Increased operational efficiency and reduced reliance on manual labor and external contractors
- Improved safety and accessibility across conservation properties
- Long-term cost savings through multi-season functionality with a range of attachments
- Enhanced ability to respond to seasonal and project-based demands

Otonabee Conservation has spent approximately \$103,000 in external contractors over the past few years.

Examples:

- \$49,000 - 2023 Jackson Creek Trail grading/machine labour cost
- \$36,000 - 2022 Warsaw Road grading/machine labour cost
- \$18,000 - 2021 Selwyn Beach Road grading/machine labour cost

It is expected that the acquisition of this utility tractor will significantly reduce ongoing expenditures related to property maintenance, and limit reliance on external contractors. This will result in long-term cost savings and improved operational efficiency.

Assessment of Potential Risk

Risks that would impact the successful achievement of the proposal & actions to mitigate the risk	Likelihood High/Medium/Low	Impact High/Medium/Low
There are no identified risks associated with this request. However, if the Board chooses not to approve the acquisition, the Authority will continue to incur contractor-related expenses, which may limit the volume and scope of work that can be completed in any given year.	Low	Medium



2.0 Natural Hazards Program

2.1 Plan Review and Permitting Services

Deliver the Authority's permitting responsibilities, ensuring compliance to Ontario Regulation 167/06 and related policies, timely customer service and appropriate enforcement action meet the Authority's delegated responsibility to represent the provincial interest in natural hazards through timely engagement with member municipalities in the review of applications under the Planning Act.

2.2 Natural Hazards Mapping

Acquire and manage information about natural hazard areas. These objectives align with the provincially mandated program and services regulation. In the past the Authority has undertaken flood plain mapping on a project basis. The provincially mandated program and service regulations directs conservation authorities to undertake studies to delineate and map hazard areas and to develop plans and policies to guide appropriate management and use of hazard lands.

2.3 Natural Hazards Operations

Operate a flood forecasting and warning system to ensure residents and municipalities are aware of potential flood related events in a timely manner, and during storm events support municipally led emergency response. Monitor watershed conditions to detect low water conditions and support the Low Water Response Team to respond to low water events. Deliver water safety and natural hazard related education programs. Operate and maintain water and ice control structures and public safety measures are in place.

2.4 Natural Hazard Protection Program

Natural Hazards Protection Program			
REVENUE	Actual	Budget	
	2024	2025	2026
APPORTIONMENT - OPERATING	533,969	527,406	434,614
Fees	390,000	390,000	375,000
Grants	100,249	100,249	105,249
Donations	-	-	-
Self-generated revenue	-	-	10,000
Reserves	-	-	-
Agreements	-	-	-
Other	-	-	-
Total Revenue	1,024,218	1,017,655	924,863
EXPENSES			
Salaries & benefits	844,108	856,830	764,212
Advertising	-	-	-
Awards & scholarships	-	-	-
Board Governance	-	-	-
Equipment	-	-	-
Information technology	20,760	16,600	16,600
Insurance	40,300	32,305	32,305
Interest & finance charges	7,500	7,500	7,500
Licence fees	500	-	-
Maintenance & services	13,250	14,250	14,250
Purchases for resale	-	-	-
Office expenses	3,600	2,850	2,850
Professional development	6,250	4,000	3,500
Professional services	75,000	72,120	73,446
Project related expenses	-	-	-
Property taxes	-	-	-
Travel & staff expenses	4,450	4,600	3,600
Utilities	6,500	6,600	6,600
		-	-
Total Expenses	1,022,218	1,017,655	924,863

3.0 Conservation Lands Program



3.1 Conservation Lands Management

Manage and maintain land owned by the Authority for natural heritage protection.
Undertake resource development (i.e., forest management) on land owned by the Authority.
Undertake land management activities on lands owned by the Authority for recreation purposes.

3.2 Beavermead and Warsaw Campgrounds

Acquire and manage information about natural hazard areas. These objectives align with the provincially mandated program and services regulation. In the past the Authority has undertaken flood plain mapping on a project basis. The provincially mandated program and service regulations directs conservation authorities to undertake studies to delineate and map hazard areas and to develop plans and policies to guide appropriate management and use of hazard lands.

3.3 Conservation Lands Program

Conservation Lands Program			
REVENUE	Actual	Budget	
	2024	2025	2026
APPORTIONMENT - OPERATING	96,673	179,286	233,948
Fees	885,000	870,000	514,800
Grants	-	2,500	2,500
Donations	-	-	-
Self-generated revenue	57,200	67,300	86,166
Reserves	20,000	28,000	-
Agreements	-	8,000	-
Other	-	-	-
Total Revenue	1,058,873	1,155,086	837,414
EXPENSES			
Salaries & benefits	645,762	733,296	567,489
Advertising	6,000	6,000	4,500
Awards & scholarships	-	-	-
Board Governance	-	-	-
Equipment	4,000	7,200	6,200
Information technology	2,500	500	500
Insurance	35,500	52,720	46,820
Interest & finance charges	34,000	34,500	19,500
Licence fees	112,211	112,525	27,809
Maintenance & services	74,500	70,540	70,374
Purchases for resale	21,500	21,500	17,500
Office expenses	6,000	4,050	3,800
Professional development	4,500	2,500	3,000
Professional services	-	-	-
Project related expenses	5,000	5,000	5,000
Property taxes	20,000	20,000	20,000
Travel & staff expenses	12,500	11,600	6,000
Utilities	75,000	61,000	31,000
	-	-	-
Total Expenses	1,058,973	1,142,931	829,492



4.0 Watershed Management Program

4.1 Drinking Water Source

Implement the policies of the Trent Source Protection Plan and meet the requirements of the Clean Water Act for those obligations that have been assigned to Otonabee Conservation for implementation.

Support municipalities in the Otonabee-Peterborough Source Protection Authority to implement the policies of the Trent Source Protection Plan and meet the requirements of the Clean Water Act.

Provide Risk Management Office function and education and outreach services aligns with municipal mandatory programs and services.

4.2 Natural Hazards & Monitoring

Fulfill the Authority's obligations in its Partnership Agreements with member municipalities to provide technical review and expertise on natural hazards matters which assist the municipality in making environmentally sound decisions on Planning Act applications.

At the request of member municipalities, undertake post-development monitoring programs, other research and technical studies.

Implement provincial water quality & groundwater quantity monitoring programs.

4.3 Land Stewardship Services and Consideration Education

Foster awareness of the watershed environment and watershed health.

Support landowners to undertake land restoration and stewardship activities on their lands that enhances the natural environment. Support environmental education through a variety of experiential learning opportunities.

Support landowners to undertake land restoration and stewardship activities on their lands that enhances the natural environment.

Objectives for education and stewardship services align with Category 3 programs and services.

4.4 Watershed Management Program

Watershed Management Program Budget			
REVENUE	Actual	Budget	
	2024	2025	2026
APPORTIONMENT - OPERATING	66,102	86,769	63,812
Fees	-	-	-
Grants	96,000	96,000	96,000
Donations	20,000	20,000	20,000
Self-generated revenue	80,000	39,590	10,000
Reserves	-	-	-
Agreements	170,000	175,500	164,600
Other	-	-	-
Total Revenue	432,102	417,859	354,412
EXPENSES			
Salaries & Benefits	324,486	334,847	256,490
Advertising	500	500	500
Awards & Scholarships	-	-	-
Board Governance	1,000	1,000	1,000
Equipment	-	-	-
Information Technology	1,500	1,500	1,181
Insurance	13,000	13,000	13,000
Interest & Finance charges	750	750	750
Licence Fees	-	-	-
Maintenance & Services	4,500	3,200	5,200
Purchases for resale	20,000	20,000	-
Office expenses	5,500	5,500	4,000
Professional Development	1,500	1,250	1,000
Professional Services	3,300	3,300	26,563
Project related expenses	48,500	48,000	28,000
Property Taxes	-	-	-
Travel & Staff Expenses	3,000	2,000	2,000
Utilities	900	1,650	1,650
	-	-	-
Total Expenses	428,436	436,497	341,334

5.0 General Operating

General Operating Budget			
REVENUE	Actual	Budget	
	2024	2025	2026
APPORTIONMENT - OPERATING	730,574	744,296	805,383
Fees	-	-	-
Grants	-	-	-
Donations	-	20,000	34,000
Self-generated revenue	30,000	20,000	10,000
Reserves	-	-	-
Agreements	-	-	-
Other	-	-	-
Total Revenue	760,574	784,296	849,383
EXPENSES			
Salaries & Benefits	437,964	439,996	586,539
Advertising	2,000	2,000	2,000
Awards & Scholarships	3,300	-	-
Board Governance	43,250	42,500	45,000
Equipment	7,500	7,500	7,500
Information Technology	64,900	68,516	50,000
Insurance	25,000	25,000	25,000
Interest & Finance charges	1,000	1,100	1,100
Licence Fees	1,500	1,500	1,500
Maintenance & Services	40,000	40,000	34,043
Purchases for resale	-	-	-
Office expenses	12,500	9,000	9,000
Professional Development	10,750	10,500	10,500
Professional Services	69,000	77,000	50,000
Project related expenses	1,376	1,500	1,500
Property Taxes	1,200	1,200	1,200
Travel & Staff Expenses	5,000	4,500	4,500
Utilities	15,000	20,000	20,000
Vehicle Pool	25,000	26,000	21,000
Total Expenses	766,240	777,812	870,382

6.0 Proposed 2026 Municipal Apportionment

Otonabee Conservation's Board of Directors considered and approved an operating budget in accordance to legislation. Funding for the expenditures comes from a variety of sources including a municipal levy.

The levies are apportioned to member municipalities based on the ratio that each participating municipality's modified assessment bears to the total Authority's modified assessment. The modified assessment values are provided annually by the Ministry of the Environment, Conservation and Parks.

The following table provides detailed information on how the levy is apportioned to the member municipalities.



Proposed 2026 Municipal Apportionment

Municipality	2025 Municipal Apportionment	Modified CVA Based Apportionment %	Category 1 - Operating (97%)	Category 3 - Operating (3%)	2026 Municipal Apportionment	Increase amount in dollars
Asphodel-Norwood	\$43,826	2.85	\$45,804	\$1,299	\$47,103	\$3,277
Cavan-Monaghan	\$113,661	7.39	\$118,793	\$3,368	\$122,161	\$8,500
City of Kawartha Lakes	\$10,373	0.67	\$10,841	\$307	\$11,149	\$776
City of Peterborough	\$898,448	58.43	\$939,018	\$26,620	\$965,638	\$67,190
Douro-Dummer	\$115,355	7.50	\$120,564	\$3,418	\$123,982	\$8,627
Otonabee-South Monaghan	\$88,376	5.75	\$92,366	\$2,618	\$94,985	\$6,609
Selwyn	\$267,303	17.38	\$279,373	\$7,920	\$287,293	\$19,990
Trent Hills	\$416	0.03	\$435	\$12	\$448	\$31
TOTAL	\$1,537,757	100.00	\$1,607,195	\$45,562	\$1,652,757	\$115,000

7.0 Appendix A- Governance Performance Objectives

2026 Governance Performance Objectives and 2027 Key Performance Indicators

To enhance transparency and efficiency, Otonabee Conservation is moving forward with a structured approach that separates governance performance objectives and key performance indicators (KPIs) into two distinct reporting formats.

2026 Governance Performance Objectives:

- **Legislation Compliance**
Ensure adherence to all applicable laws, regulations, and statutory requirements.
- **Financial Oversight**
Maintain transparent, accurate, and accountable financial management practices.
- **Risk Mitigation Effectiveness**
Strengthen the identification, assessment, and mitigation of organizational risks.
- **Policy Review Frequency**
Ensure governance policies are reviewed and updated on a regular and scheduled basis.

Reporting Format:

These objectives will be reported quarterly to the Board of Directors, with a focus on:

- Strategic alignment
- Oversight responsibility
- Progress updates and challenges

Establishing Key Performance Indicators (KPIs) – 2027

Key Performance Indicators are quantifiable metrics that measure the success of operational activities in achieving governance performance objectives. KPIs will support the Board in evaluating the administration's progress and efficiency, while offering data-driven insights into Otonabee Conservation's operational performance.

KPI Development Plan:

Throughout 2026, Otonabee Conservation staff will:

- Identify relevant metrics aligned with governance performance objectives, operational reporting and legislative compliance.
- Develop data collection and reporting mechanisms
- Pilot test selected KPIs for feasibility and clarity

By separating governance performance objectives from key performance indicators, Otonabee Conservation will:

- Strengthen oversight and accountability
- Improve decision-making processes
- Drive continuous performance improvement across governance functions

7.1 Appendix B-

2026 Governance Performance Objectives

NATURAL HAZARD PROTECTION PROGRAM - PLAN REVIEW & PERMITTING SERVICES		
Description of Activities	Category	2026 Performance Objectives
Deliver the Authority's permitting responsibilities, ensuring compliance with provincial regulations and related policies, timely customer service and appropriate enforcement action	1	Compile a comprehensive Enforcement Procedures Manual that outlines standard operating procedures and code of conduct for Officers enforcing the <i>Conservation Authorities Act</i>

NATURAL HAZARD PROTECTION PROGRAM - NATURAL HAZARDS MAPPING		
Description of Activities	Category	2026 Performance Objectives
Acquire and manage information about natural hazards	1	Annually update regulated areas mapping associated with natural hazards as per requirements from O.Reg. 41/24 and produce Annual Report.

NATURAL HAZARD PROTECTION PROGRAM - NATURAL HAZARDS		
Description of Activities		2026 Performance Objectives
Operate and maintain a flood forecasting and warning system designed to reduce the risk of loss of life, injury and property damage by providing timely flood information and warnings to municipalities and the public to enhance community resilience and enable effective response during flood events	1	Monitor and issue flood messages as required
Monitor watershed conditions to detect low water conditions and support the Low Water Response Team to respond to low water events	1	Coordinate the Low Water Response Team

7.1 Appendix B-

2026 Governance Performance Objectives

WATERSHED MANAGEMENT PROGRAM - WATER RESOURCE SERVICES		
Description of Activities	Category	2026 Performance Objectives
Implement the policies of the Trent Source Protection Plan and meet the requirements of the <i>Clean Water Act</i> for those obligations that have been assigned to Otonabee Conservation for implementation	1	Complete CA/SPA annual reporting requirements
Support municipalities in the Otonabee-Peterborough Source Protection Authority to implement the policies of the Trent Source Protection Plan and meet the requirements of the <i>Clean Water Act</i>		Ensure policy and legislative requirements are met and support is provided to municipalities and other implementing bodies to safeguard compliance with Source Protection Plan
Provide administrative support to the Otonabee-Peterborough Source Protection Authority and effective liaison with the Source Protection Committee in order to meet the obligations under the Trent Source Protection Plan and the <i>Clean Water Act</i>		Work effectively with the Source Protection Committee and Trent Conservation Coalition Source Protection Region
<p>Fulfill the Authority's obligations outlined in the agreements with municipalities to:</p> <p>~ Enforce Part IV of the <i>Clean Water Act</i> through activities of the Risk Management Office and to ensure compliance with the Trent Source Protection Plan and the <i>Clean Water Act</i></p> <p>~ Develop and deliver an ongoing Education and Outreach Program on behalf of municipalities through agreements to ensure compliance with Source Protection Plan policies.</p>	2	Complete negotiation of risk management plans as required
		Respond to applications for Restricted Land Use Notices under Section 59 of the <i>Clean Water Act</i>
		Develop and deliver the education and outreach program
		Support municipalities to implement and enforce the <i>Clean Water Act</i> and Trent Source Protection Plan policies
		Complete RMO annual reporting requirements

7.1 Appendix B-

2026 Governance Performance Objectives

CORPORATE SERVICES		
Description of Activities	Category	2026 Performance Objectives
Support the Board of Directors in exercising its governance responsibilities and meeting its legislated responsibilities	1	Hold the legally required number of meetings, including an annual meeting, conduct an election of officers and make the necessary annual appointments and resolutions
		Ensure that legislative reporting requirements are met
		Produce audited financial statements for 2025
		Agenda packages, meeting minutes and other materials are posted in accordance with legislative requirements
	1	Produce the 2025 Annual Report

ORGANIZATIONAL EXCELLENCE		
Description of Activities	Category	2026 Performance Objectives
Develop an internal Business Continuity Plan and Update Emergency Management Plan	1	To complete a business continuity plan and emergency plan for the organization



Presented by

OTONABEE CONSERVATION



Otonabee
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2026 Budget – 1st Draft

Township of Douro-Dummer

October 16, 2025



Introduction

Section 1

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2026 Budget –

1st Draft

October 16, 2025

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CAO Message



Setting the budget each year is perhaps the most important role of Council; it sets the service standards for our next fiscal year and has an impact on every one of our rate payers and residents. I am pleased with what we are bringing forward as a first draft and want to compliment staff for the professional job they did in preparing this draft budget.

What is being presented at this meeting is the beginning of a public process and the start of Council's deliberations on 2026 municipal services and spending that we anticipate will take a number of meetings and days to discuss. Getting us to this stage of the conversation would not be possible without the countless hours of work done by our team in Finance and the care and concern of every department in the Township. Our guiding principles were rooted in the outcomes of the Douro-Dummer Strategic Plan 2024 – 2027, and we believe this budget reflects those core values and strategic pillars.

Our Core Values

- ✓ **Fiscal Responsibility**
- ✓ **Transparency**
- ✓ **Service Excellence**
- ✓ **Environment**

Our Strategic Pillars

1

Service
Modernization
and Innovation

2

Business
Attraction,
Expansion, and
Retention

3

Infrastructure
Renewal



Service Modernization and Innovation

Modernizing, refining and innovating services for residents is essential to effectively meet the needs of our community, enhance our operational efficiency, and ensure we remain adaptable in a rapidly changing world.

1

Continue to modernize and improve services, processes, and outcomes for our community.

2

Update our website with a cleaner interface and easier access to information.

3

Maintain a document management and retention system with a focus on public accessibility.

4

Provide online community engagement where residents can sign up to receive information.



Business Attraction, Expansion, and Retention

Business attraction, expansion, and retention is vital for the economic health and sustainability of our Township, such as job creation, tax revenue, investing in innovation, maintaining our quality of life, and supporting community stability.

1

Promote our Township through story-telling about who we are, what we do, and our brand identity.

2

Improve our community signage throughout the Township, making it easier for residents and visitors to navigate our spaces.

3

Prepare for the completion of our comprehensive Zoning By-law, to ensure that land is properly zoned for commercial and industrial development.

4

Provide incentives to new and growing businesses while ensuring existing businesses have opportunities to flourish.



Infrastructure Renewal

Infrastructure renewal is a critical investment for our Township as it will ensure our adherence to health and safety, economic development, investment attraction, environmental sustainability, quality of life, public confidence, and regional competitiveness.

1

Prioritize roads where surface treatments are obtainable, and upgrade roads based on regular needs assessments.

2

Put an actionable and measurable plan in place to replace or repair aging infrastructure of all Municipal facilities.

3

Make asset management a core focus of the budget process to ensure funds are being dedicated to improvement and maintenance of infrastructure.

2025 Budget Overview

Section 2

Introduction

Budget Background

The 2026 budget for the Township of Douro-Dummer builds upon the strategic foundations established in previous years and reflects the Township's ongoing commitment to fiscal responsibility, service excellence, and infrastructure investment. This section highlights the key factors influencing the budget process and the progress made in addressing the Township's operational and capital priorities.

As we move into 2026, the Township is benefiting from the investments made in 2025. The addition of new staff positions, including the Corporate Administrative Assistant, Deputy Fire Chief, and the conversion of a part-time Parks and Recreation employee to full-time, have provided the Township with the necessary resources and organizational capacity to meet growing service demands. These positions have already proven invaluable in enhancing operational efficiency and improving service delivery to our residents.

One of the most significant fiscal pressures facing the Township continues to be the cost of police services. The Ontario Provincial Police (OPP) costs have been capped at an 11% annual increase, which still represents a 1.5% impact on the Township's levy. While this increase is lower than initially anticipated, it remains substantial, and the Township should expect continued high increases in policing costs over the next few years. This ongoing pressure underscores the need for careful financial planning and prioritization.

The 2026 capital program is defined by three major infrastructure and service investments that will significantly enhance the Township's facilities and emergency response capabilities. First, the Joint Fire and Public Works Facility is expected to break ground by the end of the year, providing a modern, consolidated hub for essential services. Second, the arena floor replacement at the Douro Community Centre will commence immediately following the end of hockey and skating season in April 2026, with a targeted completion date of August, ensuring our recreational facilities remain safe and high-quality venues for community use. Lastly, the delivery of two new pumper trucks for the Fire Department will enhance our emergency response capabilities and ensure our firefighters have the modern equipment necessary to protect our community.

Introduction

Budget Overview


The 2026 budget has been developed with a focus on maintaining service levels, advancing critical capital projects, and managing fiscal pressures while remaining mindful of the economic realities facing our residents. This budget represents the culmination of this term of Council's commitment to strategic planning and responsible financial management, as the municipal election is scheduled for October and the new term of Council will begin in November.

The Township continues to face rising costs for infrastructure renewal, legislative compliance, and service delivery. However, the investments made in previous years, particularly in staffing and asset management planning, have positioned the Township to address these challenges more effectively. The capital program reflects a strategic focus on long-term infrastructure needs, with the three major projects representing significant investments in facilities and equipment that will serve the community for decades to come.

The 2026 budget emphasizes prudent financial management while acknowledging the need for continued investment in both operations and capital infrastructure. It seeks to balance immediate service needs with the overarching goal of maintaining fiscal health and ensuring the Township remains well-positioned for the future. As this term of Council concludes, the budget reflects a commitment to leaving a strong foundation for the next Council to build upon.

Budget Process

Meeting Schedule:

- First Draft Presentation – October 16th 
- Public Meeting – October 21st
- Second Draft and Deliberation – November 18th
- Final Draft/Budget Passage – December 16th

Next Steps:

- Update as information changes. A budget is always based on the information that we have today and includes assumptions. The information that certain assumptions are based on may change and staff will update the budget accordingly before passage.

Impact to the Levy

Summary of Change to the 2026 Levy

	2025	2026	\$ Change	% Change	Tax Impact
Township Departments					
Operating Budget	\$4,233,470	\$4,441,694	\$208,224	4.9%	2.8%
Capital Budget	\$1,309,973	\$1,309,973	\$0	0.0%	0.0%
Less: Assessment Growth in 2025					-0.9%
Total Township Departments	\$5,543,443	\$5,751,666	\$208,223	3.8%	1.9%
Township Boards and Agencies					
Police Budget	\$983,605	\$1,091,802	\$108,197	11.0%	1.5%
Library Budget	\$168,923	\$190,269	\$21,347	12.6%	0.3%
Otanabee Conservation Authority	\$116,221	\$123,982	\$7,761	6.7%	0.1%
Capital Levy For Joint Building	\$583,409	\$657,365	\$73,956	12.7%	1.0%
Total Levy Requirement	\$7,395,601	\$7,815,084	\$419,483	5.7%	
Percent Change to the Tax Rate as at 1st Draft:					4.8%

	2025	2026	Annual Change	Monthly Change
Residential Impact Per \$100,000 of Assessment	\$484.47	\$507.59	\$23.12	\$1.93
Impact on Median Property of \$256,000	\$1,240.24	\$1,299.42	\$59.18	\$4.93

Summary of Key Operating Changes

		Impact on Levy	
Corporate Wide Impacts		\$	%
Salary and Wage Cost of Living Adjustment	As part of the employee Compensation Agreement Council approves a salary grid increase as per the annual OMERS pension inflation index. OMERS uses the average of the CPI for the 12-month period ending in October and compares it to the average for the same period the previous year. The current average CPI is 1.94%.	\$59,358	0.8%
Insurance	All across the country municipalities are continuing to see large increases in general liability insurance costs. We do not have our 2026 total for insurance but based on recent trends we have estimated a 10% increase.	\$31,356	0.4%
OMPF	The Province increased OMPF funding to reflect municipal cost increases.	-\$21,000	-0.3%

		Impact on Levy	
Department Specific Adjustments		\$	%
Council and Committees	Allow for costs related to the Council orientation program.	\$5,000	0.1%
	Increase the Event Committee budget to sufficiently cover expenses.	\$2,000	0.0%
Corporate Services	Increase in revenues from Tax Penalties and Provincial Payment in Lieu of Taxes to reflect recent actuals.	-\$17,676	-0.2%
	Increase to software costs to enhance cyber security functionality (\$10k) and to adjust for cost increases to various softwares.	\$12,200	0.2%

Summary of Key Operating Changes

		Impact on Levy	
Department Specific Adjustments Continued		\$	%
Fire Services	Deputy Fire Chief – Transition the position from a contract role to a permanent full-time appointment.	\$25,715	0.3%
	Paging Contract - new contract is significantly higher than the previous and 2026 will be the first full year of the new contract.	\$41,000	0.6%
	Fire Dispatch Service contract increase	\$8,523	0.1%
Waste Services	Increase in curb side collection costs. This increase is partially due to a 2026 increase and partially due to missing the increase in the 2025 budget.	\$29,885	0.4%
Public Works	Increase in vehicle and equipment repair costs.	\$10,000	0.1%
Parks and Recreation	Salary and Wage adjustments for movement on the grid and corrections to the 2025 rates. Also, you will see some adjustments between Parks, Douro Community Centre and Warsaw Community Centre which are due to reallocations to reflect actual time spent in each area and the arena floor replacement project.	\$23,002	0.3%
Various Minor Adjustments	These represent other minor various budget changes throughout the organization.	-\$1,139	0.0%
Total Operating Impact		\$208,224	2.8%

Joint Public Works and Fire Hall Building

- Since 2022 Council has been allocating a portion of the levy towards the Joint Building. This has been increasing each year in order to get to an annual debenture payment of \$914,537. This annual amount is based on \$12million construction cost and a 4.4% 20-year debenture (this is similar to issuing a bond).
- In 2025 Council allocated \$583,409 towards the project.
- Tendering and site preparation are expected to commence in 2026. Once tendering has been completed, we will be able to able to finalize the financing strategy. Interest rates have declined in 2025 and the rates are now back to where they were when we began planning for this project in 2022.
- A 2026 construction date would mean that the first debenture payment would be made in 2027/28. Table 1 shows an updated summary of the funding strategy based on the current timeframes.
- Due to the later start of construction than originally planned, the reserve has been growing each year from the annual contribution. Under the current assumptions the reserve will grow to approx. \$2.6 million. This could be used to lower the required debenture, make up for any cost overages, or to replenish the Township's reserve after completing major projects such as the arena floor replacement.

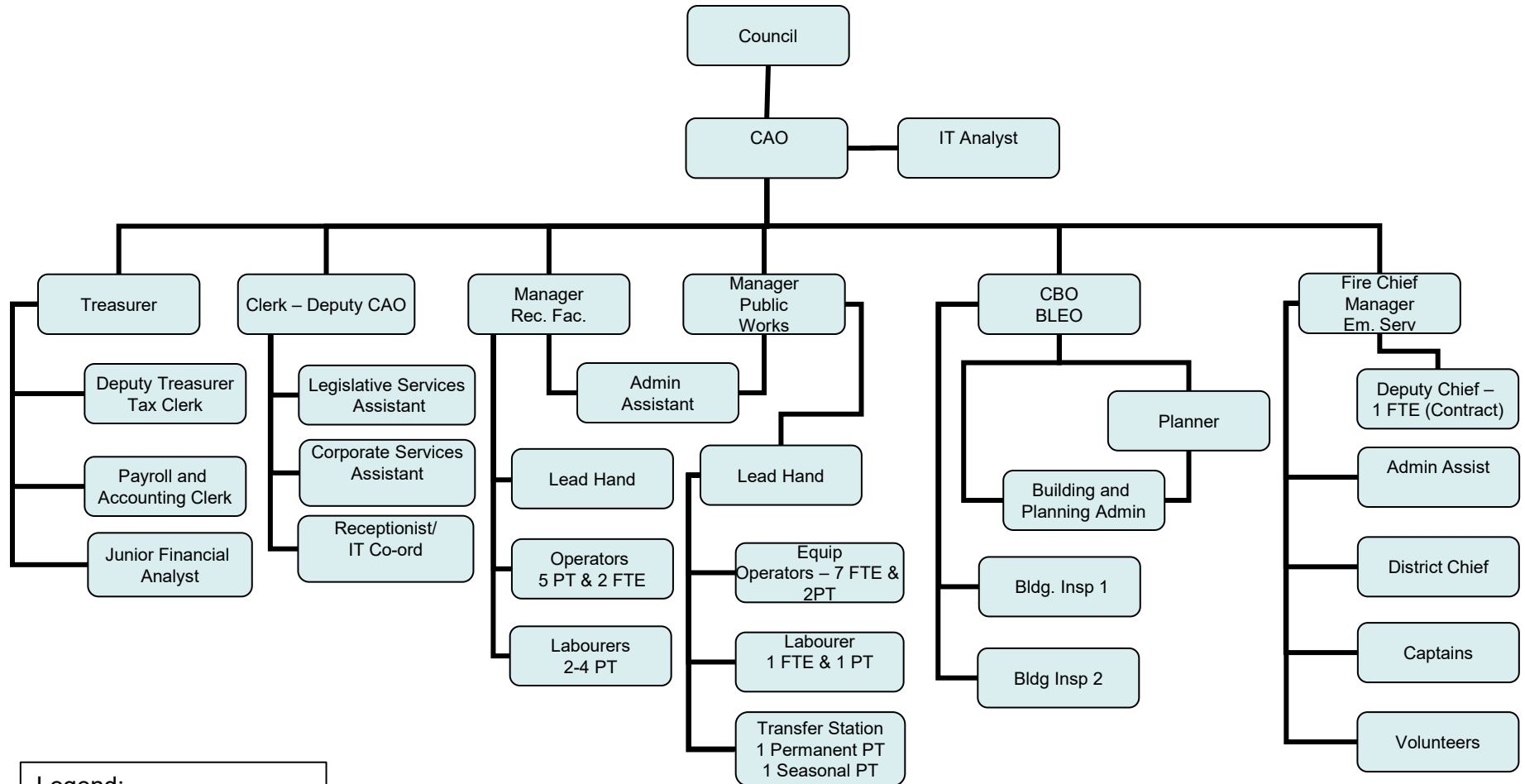
Table 1 - Financing Strategy Summary

Year	Reserves	Levy	Debt Payment	Levy Increase
2022		\$67,872		1.2%
2023		\$138,512		1.2%
2024		\$514,537		5.9%
2025		\$583,409		1.0%
2026		\$657,365		1.0%
2027		\$733,540		1.0%
2028	\$102,538	\$812,000	\$914,538	1.0%
2029	\$21,726	\$892,813	\$914,539	1.0%
2030	\$0	\$914,537	\$914,540	0.3%

Departmental Summaries

Section 3

Organization Chart



Legend:
 FTE – Full Time Position
 PT – Part Time or Seasonal Position

Corporate Services

- CAO Office
- Clerk's
- Finance

3.1

CAO Office

Responsibility Summary:

- Policy and Program Development
- Human Resources
- Performance Management
- Economic and Community Development activities
- Develop programs and bring forward to Council for approval
- Work with Stakeholders and Elected Officials at various levels of government to advocate for the Township and explore funding opportunities
- Strategic Planning – Long- and Short-Term goals and vision

Clerks Department

Responsibility Summary:

- Responsible for the preparation of Council and Committee agendas, minutes, correspondence, By-laws and statutory public notices
- Act as a resource to Council, staff and the public regarding meeting management, the Procedural By-law, and issues surrounding accountability, transparency and governance
- Act as the Head for Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) compliance and respond to requests from stakeholders for information
- Responsible for maintaining the Township Policy Manual and ensuring that updates are brought forward as needed
- Responsible for ensuring that the Records Retention By-law is adhered to and the maintenance of correspondence and related records
- Responsible for the issuance of Lottery Licenses, Marriage Licenses and Canteen Permits
- Responsible for conducting municipal elections and manage all parts of the municipal election cycle
- Responsible for the Township website, social media and other communication channels along with various special events

Finance Department

Responsibility Summary:

- Responsible for all financial reporting and financial record keeping
- Maintain a record of Tangible Capital Assets and implement the Township's Asset Management Plan under PSAB legislation
- Create and monitor the budget with input from the Management Team and approval of Council
- Process all accounts payable and receivable
- Process payroll and act as the Benefits Administrator for employee benefits and OMERS Pension Plan
- Manage the grant process from submission to receipt of funds and all reporting requirements
- Administer the Community Grant Program
- Annual audit process in partnership with Baker Tilly
- Manage and conduct all aspect of tax collection including delinquent account and the Tax Sale process

Corporate Capital Projects

1. Corporate IT Requirements - \$20,000 (Levy)

- This project represents the third year of the Township's multi-year IT hardware replacement strategy, aimed at maintaining a secure, reliable, and efficient technological environment to support municipal operations.
- In 2026, the focus will be on Phase 2 of laptop replacements, prioritized by device age and condition. This year's funding will also support the renewal of core security systems, including an upgrade to full-time direct monitoring to enhance cybersecurity and protect sensitive municipal data and infrastructure
- Ongoing investment in IT infrastructure is critical to reducing downtime, improving staff productivity, and meeting evolving digital security standards.

2. Building Department Service Delivery Review – \$40,000 (Levy)

- Initiated by a Council Resolution passed on August 5th, staff have been directed to engage a third-party consultant to review service delivery in the Building and Planning Department and Economic Development functions
- This project aims to improve operational efficiency, customer service, and interdepartmental coordination within the Township.
- Key objectives of this project include identifying operational efficiencies that maintain or enhance public safety, improving communication and process alignment between Township departments, developing measurable benchmarks for community satisfaction, and producing accessible, plain-language guides for residents and stakeholders.

Corporate Capital Projects Continued

3. Records Management Software - Phase 2 of 3 – \$25,000 (Levy)

- This project will create a digital records management system for the Township.
- Currently, digital records are held in a Shared Corporate Drive. With this program we will move to a system routed in Office365 which will allow the Township to safeguard electronic records, increase efficiencies in finding items and sharing data with the public. It will also allow for more digital collaboration, removing the need to save multiple versions of files and creating confusion. The preferred vendor solution automates document retention and destruction with built in approval processes and information audits.
- This project was approved in the 2025 budget, and the work began in the fall of 2025 migrating the Clerk's Office and the Parks and Recreation Department to the new solution prior to year end. 2026 will be the second year of the project and will see second cohort of departments moving to the new solution and the remaining departments will move over in 2027.

**2026 Operating Budget
Council**

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$152,076	\$156,179	\$4,103	2.7%
Advertising and Special Events	\$5,000	\$5,000	\$0	0.0%
Building Maintenance and Repairs	\$500	\$500	\$0	0.0%
Community Grants	\$5,000	\$5,000	\$0	0.0%
Contracted Services	\$4,000	\$4,000	\$0	0.0%
Insurance	\$2,703	\$1,221	-\$1,482	-54.8%
Materials and Supplies	\$855	\$1,355	\$500	58.5%
Office Equipment, Materials and Supplies	\$208	\$208	\$0	0.0%
Professional Development and Memberships	\$20,200	\$25,200	\$5,000	24.8%
Expenses Total	\$190,542	\$198,664	\$8,121	4.3%
Grand Total	\$190,542	\$198,664	\$8,121	4.3%

2025 Operating Budget Corporate Services

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$1,221,687	\$1,222,590	\$902	0.1%
Advertising and Special Events	\$14,300	\$16,300	\$2,000	14.0%
Building Maintenance and Repairs	\$15,000	\$15,000	\$0	0.0%
Community Grants	\$5,000	\$5,000	\$0	0.0%
Computer Hardware and Software	\$82,500	\$94,700	\$12,200	14.8%
Contracted Services	\$108,762	\$113,762	\$5,000	4.6%
Equipment Repairs and Maintenance	\$1,550	\$1,550	\$0	0.0%
Financial Fees and Expenses	\$52,000	\$53,500	\$1,500	2.9%
Insurance	\$88,468	\$97,454	\$8,985	10.2%
Interest Expense	\$300	\$300	\$0	0.0%
Materials and Supplies	\$27,705	\$28,205	\$500	1.8%
Office Equipment, Materials and Supplies	\$30,788	\$31,788	\$1,000	3.2%
Overhead Transfer	-\$24,670	-\$24,670	\$0	0.0%
Professional Development and Memberships	\$56,140	\$63,220	\$7,080	12.6%
Tools and Equipment	\$600	\$600	\$0	0.0%
Utilities	\$35,800	\$35,800	\$0	0.0%
Expenses Total	\$1,715,931	\$1,755,098	\$39,168	2.3%
Reserves				
Transfer From Reserves	-\$20,000	\$0	\$20,000	-100.0%
Transfer to Reserves	\$20,000	\$0	-\$20,000	-100.0%
Reserves Total	\$0	\$0	\$0	0.0%
Revenues				
Financial Fees	-\$1,040	-\$1,040	\$0	0.0%
Grants	-\$614,000	-\$635,000	-\$21,000	3.4%
Interest Revenue	-\$175,000	-\$175,000	\$0	0.0%
Licence Revenue	-\$900	-\$900	\$0	0.0%
Other Revenues	-\$245	-\$245	\$0	0.0%
Rental Revenue	-\$5,000	-\$5,000	\$0	0.0%
Taxation Revenue	-\$233,749	-\$251,426	-\$17,676	7.6%
Revenues Total	-\$1,029,934	-\$1,068,611	-\$38,676	3.8%
Grand Total	\$685,996	\$686,488	\$491	0.1%

2026 Operating Budget Election

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$0	\$20,000	\$20,000	0.0%
Advertising and Special Events	\$0	\$3,500	\$3,500	0.0%
Contracted Services	\$2,035	\$25,000	\$22,965	1128.5%
Materials and Supplies	\$0	\$5,500	\$5,500	0.0%
Office Equipment, Materials and Supplies	\$0	\$3,300	\$3,300	0.0%
Professional Development and Memberships	\$0	\$6,500	\$6,500	0.0%
Expenses Total	\$2,035	\$63,800	\$61,765	3035.1%
Reserves				
Transfer From Reserves	\$0	-\$61,053	-\$61,053	0.0%
Transfer to Reserves	\$14,000	\$0	-\$14,000	-100.0%
Reserves Total	\$14,000	-\$61,053	-\$75,053	-536.1%
Grand Total	\$16,035	\$2,747	-\$13,288	-82.9%

Public Works

3.2

Public Works Responsibility Summary

The Public Works Department oversees and facilitates maintenance and capital activities for 520 lane kilometers of roadways, bridges and culverts. The road network consists of approximately 151 km of gravel, 107 km of surface treated and 7 km of hot mix asphalt roads. The Department provides winter road maintenance in accordance with Provincial and Township maintenance standards. The Department is also responsible for the Township's gravel resources, transfer station, curbside waste collection contract and closed landfill sites.

Functions of the Department include but are not limited to:

- Maintenance of the municipal road system – litter pickup, brushing, ditching, patching, grading, shoulder repair, dust control, street sweeping, roadside grass mowing
- Complete capital works – road reconstruction, application of gravel, asphalt and surface treatment
- Culvert installations and repairs
- Winter control operations, including snow plowing/removal and sanding/salting
- Installation and maintenance of signage on roadways
- Routine and winter road patrols
- Tree maintenance and removal

Public Works Responsibility Summary

Continued

- Installation and maintenance of ditching and drainage systems including culverts, catch basins, ditches and drainage outlets
- Streetlight maintenance
- Complete capital works – road reconstruction, application of gravel, asphalt and surface treatment
- Administration and approval of various permits including road occupancy, entrance permits
- Manage Transfer Station operations and closed landfill sites
- Maintenance and repair of a large fleet of vehicles and equipment
- Control and care for the largest amount of Township infrastructure
- Procurement of goods and services in accordance with the Procurement Policy
- Active participant in the capital asset management plan
- Participate in discussions on the development and construction of roadways for land development projects

Public Works Brushing Projects

Brushing was previously budgeted for as a capital item but is now being budgeted for as part of the operating budget as it reflects maintenance activities. However, there will still be planned brushing projects for the upcoming year to ensure brushing is completed regularly on each road. The following roads are planned to have brushing completed in 2026 and there is also an allocation to allow for roads that are deemed to need brushing throughout the year.

	Road Length (km)
8th Line South Dummer from Webster Rd to North limit	2.9
8th Line South Dummer from Webster Rd to County Rd 8	3.6
6th Line South Dummer from Webster Rd to County Rd 8	3.1
6th Line South Dummer from Webster Rd to North Limit	1.9
Payne Line Rd from Cedar Cross Rd to County Rd 4	2.0
4th Line Dummer from Douglas Rd to Cooper Rd	2.5
Douro 2nd Line from County Rd 4 to County Rd 8	2.0
Douro 3rd Line South of County Rd 4	0.4
Carlow Line from Cty Rd 8 to Division Rd	2.8
Total	21.2

Public Works Capital Projects

1. **Generators** – \$3,200 (Levy)

- The project involves the purchase of two portable generators to provide reliable backup power at the Roads Depot and Hall's Glen Transfer Station. Both sites are equipped with "GenerLink" transfer switch hookups.
- During the extended power outages, rentals were required which proved hard to procure due to the short-term demand. The current single small portable generator is not ideal for extended power outages.

2. **Culvert & Structure Inspections** – \$26,500 (Levy)

- This project funds professional consulting services to perform detailed visual inspections of all municipal bridges and culverts in accordance with the Ontario Structure Inspection Manual (OSIM) requirements.
- OSIM mandates that all bridges and culverts be inspected at least once every two calendar years by a professional engineer or under their direction.

2026 Road Projects

Projects	Road Length (km)	Cost
Gravel Application		
Centre Rd from Highway 28 to County Rd 32	2.7	\$44,218.00
Gilchrist Bay Road from County Rd 6 to Little lane	1.0	\$41,390.00
Douro 5th Line Rd from County Rd 8 to Division Rd	2.5	\$41,900.60
Douro 5th Line Rd from County Rd 6 to Lynch's Rock Rd	1.5	\$30,344.60
Third line Dummer from County Rd 8 to Clifford Rd	3.0	\$48,897.40
Fourth Line Dummer from Cooper Rd to North limit	2.5	\$85,663.50
Third line Dummer from County Rd 8 to South limit	1.3	\$21,767.00
Douro First Line Rd from Division Rd to County Rd 8	3.7	\$65,357.00
Douro First Line Rd from Cedar Cross Rd to County Rd 4	3.1	\$74,396.90
Douro First Line Rd from County Rd 4 to South limit	0.7	\$13,207.00
Douro First Line Rd from Cedar Cross Rd to North limit	0.3	\$10,809.50
Payne Line Rd from Cedar Cross Rd to	2	\$35,908.70
6th Line South Dummer from Webster Rd to North limit	3.1	\$153,004.00
7th Line Rd Mid Dummer from Webster to North limit	0.2	\$8,144.50
Ivandale Rd from White Lake Rd East to West limit	0.4	\$8,652.00
Carlow Line from County Rd 8 to Division Rd	2.8	\$48,237.50
Gravel Application Total	30.8	\$731,898.20
Surface Treatment		
Douro 5th Line from Lynch Rock Rd to Strickland St	0.3	\$10,900.00
Douro 5th Line from County Rd 8 to 700m South	0.7	\$80,240.50
English Line from County Rd 4 to South limit	0.2	\$35,694.50
Strickland St from Highway 28 to Douro 5th Line	1.2	\$56,090.50
Douro 4th Line from County Rd 4 to County Rd 8	1.5	\$199,400.00
Mill Street	0.2	\$35,000.00
Water Street	0.2	\$45,000.00
West Street	0.2	\$45,000.00
Church Street	0.2	\$45,000.00
Ford Street	0.1	\$70,000.00
Moodie Drive from Stenner Rd to East limit	0.8	\$36,250.00
Stenner Rd from County Rd 32 to North limit	0.5	\$26,350.00
South Beach Road from Highway 28 to East limit	0.6	\$23,800.00
Douro Third Line from South Beach Rd to Rishor Avenue	0.4	\$20,500.00
Old Highway 28 from South Beach Road to the North limit	0.3	\$9,900.00
Surface Treatment Total	7.4	\$739,125.50

2025 Operating Budget Public Works

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$960,767	\$988,605	\$27,838	2.9%
Advertising and Special Events	\$1,750	\$3,550	\$1,800	102.9%
Building Maintenance and Repairs	\$5,340	\$5,340	\$0	0.0%
Computer Hardware and Software	\$17,755	\$17,755	\$0	0.0%
Contracted Services	\$264,977	\$268,727	\$3,750	1.4%
Equipment Repairs and Maintenance	\$39,375	\$40,775	\$1,400	3.6%
Fuel	\$143,778	\$143,778	\$0	0.0%
Insurance	\$57,695	\$62,114	\$4,420	7.7%
Internal Rental Recoveries	-\$83,822	-\$102,021	-\$18,199	21.7%
Materials and Supplies	\$237,947	\$241,597	\$3,650	1.5%
Office Equipment, Materials and Supplies	\$5,225	\$5,275	\$50	1.0%
Professional Development and Memberships	\$13,760	\$13,760	\$0	0.0%
Tools and Equipment	\$450	\$2,050	\$1,600	355.6%
Utilities	\$21,375	\$21,375	\$0	0.0%
Vehicle Repairs and Maintenance	\$86,112	\$96,612	\$10,500	12.2%
Expenses Total	\$1,772,554	\$1,809,362	\$36,809	2.1%
Reserves				
Transfer to Reserves	\$22,600	\$22,600	\$0	0.0%
Reserves Total	\$22,600	\$22,600	\$0	0.0%
Revenues				
Aggregate Revenue	-\$52,500	-\$52,500	\$0	0.0%
Financial Fees	-\$250	-\$250	\$0	0.0%
Other Revenues	-\$25,000	-\$25,000	\$0	0.0%
Permit Revenue	-\$11,000	-\$11,000	\$0	0.0%
Revenues Total	-\$88,750	-\$88,750	\$0	0.0%
Grand Total	\$1,706,404	\$1,743,212	\$36,809	2.2%

Fire and Emergency Services

3.3

Fire and Emergency Services Responsibility Summary

The Mission of the Douro-Dummer Fire Services is to be **Trusted, United, Effective** and **Responsive** to the needs of our community. Together we:

- Place the utmost importance on the protection of human life
- Prevent and fight fires
- Rescue those in need from critical incidents
- Protect property & the environment
- Educate and prepare the community for unexpected emergencies

Our Primary Goal is to provide Fire Protection through the established level of service designed to protect the lives, property and the environment of the inhabitants of the response area.

- Fire Protection means a range of programs designed to protect the lives and property of the inhabitants of the Fire Department response area from the adverse effects of fire, sudden medical emergency or exposure to dangerous conditions created by people or nature and includes fire suppression, fire prevention, fire safety education, communication, training of persons involved in the provision of fire protection services, rescue and emergency services and the delivery of those services.

Fire and Emergency Services Responsibility Summary

- Douro-Dummer Fire Services is a volunteer, paid on-call fire department with five divisions, managed by the Fire Chief.
 1. Division of Administration
 2. Division of Apparatus & Equipment
 3. Division of Fire Operations
 4. Division of Fire Prevention
 5. Division of Fire Training
- Emergencies such as fires, critical accidents and medical calls are responded to by four fire stations with over 60 firefighters
 - Station 1 in Donwood with three apparatus
 - Station 2 in Douro with two apparatus
 - Station 4 in Warsaw with four apparatus plus a trailer with an All-Terrain Vehicle
 - Station 5 adjacent to White Lake with three apparatus and one trailered boat
 - Two additional boats and a Command vehicle are also part of our response capacity

Fire and Emergency Services Capital Projects

1. Pumper 1 & 4 – \$1,000,000 (Capital Project Reserve)

- To stay compliant with CSA, NFPA standards, and maintain insurance ratings (tanker shuttle accreditation), a 20-year pumper replacement plan is in place.
- The budgeted amount covers the remaining costs for 2 chassis as part of the replacement plan.
- This purchase was preapproved by Council during the procurement phase to ensure timely replacement.

2. Bunker Gear – \$91,000 – 26 sets (Levy)

- 10-year replacement plan as per CSA & NFPA standards.

3. Annual Minor Equipment Replacement – \$10,000 (Levy)

- Fire hoses, gas monitors and nozzles.
- Replacing minor yet critical equipment like fire hoses, nozzles, and gas monitors on time ensures that all gear is functional, safe, and ready for use during emergency responses.

Fire and Emergency Services

4. Tablet Replacement – \$5,000 – 5 sets (Levy)

- Replacement of five aging tablets originally installed in fire apparatus for mapping, dispatch, and incident management. The current devices are outdated and no longer meet performance and storage requirements.

5. AED Replacement – Year 1 of 2 – \$13,000 (Levy)

- This project involves replacing all Automated External Defibrillators (AEDs) currently in use across municipal facilities and vehicles. The existing units are approximately 20 years old and have exceeded their recommended service life.

6. Emergency Response Equipment Needs – \$22,000 (Emergency Preparedness Reserve)

- This project seeks to acquire essential emergency response equipment including six chainsaws with spare chains, personal protective equipment (PPE) kits, satellite remote internet, and a vehicle tablet with mounting system. These items support frontline responders in managing incidents effectively and safely.
- The project will be submitted for EM grant funding in 2026. If the application is unsuccessful, the necessary equipment will be purchased using reserve funds to maintain emergency response capabilities.

**2026 Operating Budget
Fire and Emergency Services**

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$576,515	\$623,026	\$46,510	8.1%
Advertising and Special Events	\$5,050	\$5,550	\$500	9.9%
Building Maintenance and Repairs	\$6,000	\$6,000	\$0	0.0%
Computer Hardware and Software	\$3,000	\$3,500	\$500	16.7%
Contracted Services	\$92,897	\$144,920	\$52,023	56.0%
Equipment Repairs and Maintenance	\$7,400	\$7,400	\$0	0.0%
Fuel	\$12,500	\$19,000	\$6,500	52.0%
Insurance	\$47,900	\$57,922	\$10,023	20.9%
Internal Rental Recoveries	\$500	\$500	\$0	0.0%
Materials and Supplies	\$37,900	\$33,400	-\$4,500	-11.9%
Mutual Aid Agreements	\$26,000	\$26,000	\$0	0.0%
Office Equipment, Materials and Supplies	\$3,450	\$2,450	-\$1,000	-29.0%
Paging and Communication Expenses	\$6,000	\$6,000	\$0	0.0%
Professional Development and Memberships	\$45,255	\$45,255	\$0	0.0%
Tools and Equipment	\$10,000	\$9,000	-\$1,000	-10.0%
Utilities	\$30,830	\$30,830	\$0	0.0%
Vehicle Repairs and Maintenance	\$26,000	\$26,000	\$0	0.0%
Expenses Total	\$937,197	\$1,046,753	\$109,556	11.7%
Reserves				
Transfer to Reserves	\$9,500	\$9,500	\$0	0.0%
Reserves Total	\$9,500	\$9,500	\$0	0.0%
Revenues				
Mutual Aid Agreements	-\$25,400	-\$29,400	-\$4,000	15.7%
Other Revenues	-\$18,000	-\$21,500	-\$3,500	19.4%
Permit Revenue	-\$12,000	-\$16,000	-\$4,000	33.3%
Revenues Total	-\$55,400	-\$66,900	-\$11,500	20.8%
Grand Total	\$891,297	\$989,353	\$98,056	11.0%

Parks and Recreation

3.4

Parks and Recreation Responsibility Summary

Parks Department:

- Manage and maintain all parks, play structures, outdoor sport facilities and 5km of trails
- Maintains 40 acres of grass areas including playing fields during the summer season
- Manage all bookings of facilities and work with user groups to improve access to recreation and improved programing
- Implement recommendations from the Parks and Recreation Master Plan
- Ongoing minor and capital park improvements

Recreation Department:

- Manage and maintain the Douro Community Centre, Douro Rec Centre and Warsaw Community Centre
- Action Capital Projects for all Recreation Facilities
- Manage all bookings of facilities and work with user groups to improve access to recreation and improved programing
- Implement recommendations from the Parks and Recreation Master Plan

Parks Capital Projects

1. Shade Structure at Douro South Park – \$8,500 (Levy)

- This project involves installing a permanent shade structure near the pickleball and tennis courts at Douro South Park to provide sun protection for players and spectators waiting to use the courts.
- Usage of the township sport courts has increased significantly, and there is currently no shaded area nearby. This improvement will enhance user comfort, reduce heat-related risks, and support the continued popularity of outdoor recreation at the park.

2. Stair Replacement at Douro South Park – \$24,000 (Parkland Reserve)

- This project will replace the existing wooden stairs connecting the lower parking area to the baseball diamond with new, durable concrete stairs. The current structure is deteriorating and poses safety risks to park users.

Douro Community Centre Capital Projects

1. Water Treatment Replacement – \$45,000 (Levy)

- This project will replace the aging water treatment system at the Douro Community Centre. The scope includes the removal of the existing system and installation of a modern, more efficient unit that meets current standards for water quality, safety, and reliability.
- This is a critical infrastructure investment to maintain public health and facility compliance.

2. Ice Surface Floor Replacement - \$1,900,000 (CSRIF Grant & Capital Project Reserve)

- This project involves the full replacement of the existing ice floor system at the arena. The scope includes demolition and removal of the current floor, installation of a new concrete slab with embedded refrigeration piping, and integration with updated mechanical systems. Design and engineering work is currently underway, with construction scheduled for the following fiscal year.
- The Community Sport and Recreation Infrastructure grant funding offsets \$900,000 of the project cost, with the remainder funded through Capital Project Reserve.
- Replacing the floor will ensure reliable operation, and support continued use of the arena by the community for recreational skating, hockey and other events.

Warsaw Community Centre Capital Projects

1. Compressor Overhaul – \$8,000 (Levy)

- This project involves an in-depth overhaul of the 50hp compressor system serving the Warsaw Community Centre. The work includes inspection, cleaning and replacement of worn components to restore optimal performance.
- The compressor is a critical component of the refrigeration system that supports the ice surface. It pressurizes and circulates refrigerant (ammonia), enabling ice formation and maintaining consistent ice quality. Without a properly functioning compressor, the ice surface cannot operate efficiently.
- Overhauling the compressor system will extend its service life and prevent costly unplanned failures.

**2026 Operating Budget
Parks and Recreation - Total**

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$502,707	\$533,982	\$31,275	6.2%
Advertising and Special Events	\$5,100	\$4,600	-\$500	-9.8%
Amortization	\$0	\$0	\$0	0.0%
Building Maintenance and Repairs	\$61,400	\$61,400	\$0	0.0%
Computer Hardware and Software	\$4,800	\$4,800	\$0	0.0%
Contracted Services	\$13,100	\$13,100	\$0	0.0%
Equipment Repairs and Maintenance	\$39,030	\$38,030	-\$1,000	-2.6%
Fuel	\$6,300	\$6,300	\$0	0.0%
Insurance	\$104,339	\$115,931	\$11,592	11.1%
Interest Expense	\$0	\$0	\$0	0.0%
Internal Rental Recoveries	\$5,500	\$5,500	\$0	0.0%
Materials and Supplies	\$3,925	\$3,925	\$0	0.0%
Office Equipment, Materials and Supplies	\$6,150	\$6,150	\$0	0.0%
Professional Development and Memberships	\$20,250	\$20,250	\$0	0.0%
Realized Gain/Loss	\$0	\$0	\$0	0.0%
Tools and Equipment	\$3,500	\$3,500	\$0	0.0%
Utilities	\$202,792	\$202,563	-\$229	-0.1%
Vehicle Repairs and Maintenance	\$600	\$1,600	\$1,000	166.7%
Expenses Total	\$979,493	\$1,021,631	\$42,138	4.3%
Revenues				
Advertising Revenue	-\$6,000	-\$6,000	\$0	0.0%
Donations and Fundraising	\$0	\$0	\$0	0.0%
Grants	\$0	\$0	\$0	0.0%
Interest Revenue	\$0	\$0	\$0	0.0%
Other Revenues	-\$5,250	-\$2,350	\$2,900	-55.2%
Rental Revenue	-\$405,879	-\$406,405	-\$526	0.1%
Revenues Total	-\$417,129	-\$414,755	\$2,374	-0.6%
Grand Total	\$562,364	\$606,876	\$44,512	7.9%

2026 Operating Budget
Parks and Recreation - Parks

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$145,483	\$154,685	\$9,202	6.3%
Advertising and Special Events	\$2,300	\$2,300	\$0	0.0%
Building Maintenance and Repairs	\$19,100	\$19,100	\$0	0.0%
Computer Hardware and Software	\$1,500	\$1,500	\$0	0.0%
Contracted Services	\$4,600	\$4,600	\$0	0.0%
Equipment Repairs and Maintenance	\$4,550	\$3,550	-\$1,000	-22.0%
Fuel	\$3,300	\$3,300	\$0	0.0%
Insurance	\$11,490	\$11,483	-\$7	-0.1%
Internal Rental Recoveries	\$2,000	\$2,000	\$0	0.0%
Materials and Supplies	\$1,800	\$1,800	\$0	0.0%
Office Equipment, Materials and Supplies	\$1,300	\$1,300	\$0	0.0%
Professional Development and Memberships	\$5,250	\$5,250	\$0	0.0%
Tools and Equipment	\$1,500	\$1,500	\$0	0.0%
Utilities	\$1,200	\$1,200	\$0	0.0%
Vehicle Repairs and Maintenance	\$600	\$1,600	\$1,000	166.7%
Expenses Total	\$205,973	\$215,168	\$9,195	4.5%
Revenues				
Donations and Fundraising	\$0	\$0	\$0	0.0%
Grants	\$0	\$0	\$0	0.0%
Interest Revenue	\$0	\$0	\$0	0.0%
Other Revenues	-\$3,000	\$0	\$3,000	-100.0%
Rental Revenue	-\$7,500	-\$12,000	-\$4,500	60.0%
Revenues Total	-\$10,500	-\$12,000	-\$1,500	14.3%
Grand Total	\$195,473	\$203,168	\$7,695	3.9%

2025 Operating Budget
Parks and Recreation - Douro Community Centre

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$209,860	\$207,842	-\$2,018	-1.0%
Advertising and Special Events	\$1,400	\$1,400	\$0	0.0%
Building Maintenance and Repairs	\$23,800	\$23,800	\$0	0.0%
Computer Hardware and Software	\$1,500	\$1,500	\$0	0.0%
Contracted Services	\$5,150	\$5,150	\$0	0.0%
Equipment Repairs and Maintenance	\$19,430	\$19,430	\$0	0.0%
Fuel	\$2,000	\$2,000	\$0	0.0%
Insurance	\$52,973	\$59,641	\$6,669	12.6%
Internal Rental Recoveries	\$1,500	\$1,500	\$0	0.0%
Materials and Supplies	\$1,025	\$1,025	\$0	0.0%
Office Equipment, Materials and Supplies	\$2,900	\$2,900	\$0	0.0%
Professional Development and Memberships	\$7,500	\$7,500	\$0	0.0%
Tools and Equipment	\$1,000	\$1,000	\$0	0.0%
Utilities	\$118,392	\$118,163	-\$229	-0.2%
Expenses Total	\$448,430	\$452,851	\$4,422	1.0%
Revenues				
Advertising Revenue	-\$4,000	-\$4,000	\$0	0.0%
Other Revenues	-\$1,200	-\$1,300	-\$100	8.3%
Rental Revenue	-\$254,675	-\$240,701	\$13,974	-5.5%
Revenues Total	-\$259,875	-\$246,001	\$13,874	-5.3%
Grand Total	\$188,554	\$206,850	\$18,296	9.7%

2025 Operating Budget
Parks and Recreation - Warsaw Community Centre

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$147,364	\$171,455	\$24,091	16.3%
Advertising and Special Events	\$1,400	\$900	-\$500	-35.7%
Building Maintenance and Repairs	\$18,500	\$18,500	\$0	0.0%
Computer Hardware and Software	\$1,800	\$1,800	\$0	0.0%
Contracted Services	\$3,350	\$3,350	\$0	0.0%
Equipment Repairs and Maintenance	\$15,050	\$15,050	\$0	0.0%
Fuel	\$1,000	\$1,000	\$0	0.0%
Insurance	\$39,876	\$44,807	\$4,930	12.4%
Internal Rental Recoveries	\$2,000	\$2,000	\$0	0.0%
Materials and Supplies	\$1,100	\$1,100	\$0	0.0%
Office Equipment, Materials and Supplies	\$1,950	\$1,950	\$0	0.0%
Professional Development and Memberships	\$7,500	\$7,500	\$0	0.0%
Tools and Equipment	\$1,000	\$1,000	\$0	0.0%
Utilities	\$83,200	\$83,200	\$0	0.0%
Vehicle Repairs and Maintenance	\$0	\$0	\$0	0.0%
Expenses Total	\$325,090	\$353,612	\$28,522	8.8%
Revenues				
Advertising Revenue	-\$2,000	-\$2,000	\$0	0.0%
Other Revenues	-\$550	-\$550	\$0	0.0%
Rental Revenue	-\$143,704	-\$153,704	-\$10,000	7.0%
Revenues Total	-\$146,254	-\$156,254	-\$10,000	6.8%
Grand Total	\$178,836	\$197,358	\$18,522	10.4%

Planning and Development

3.5

Planning Services Responsibility Summary

- Planning Services reports to the Chief Building Official.
- Process Zoning By-law Amendments, Minor Variances, Site Plans and comments on Official Plan Amendments, Subdivision and Consent Applications along with drafting By-laws and agreements.
- Prepare and provide reports and recommendations to Council, Committees and senior staff on planning applications ensuring proposals adhere to Provincial Policy, the Planning Act, the Official Plans and Township By-laws.
- Act as the first point of contact for the public regarding a wide range of planning matters and provide guidance on navigating the planning process and conducts pre-consultations with applicants and stakeholders.
- Participate in any Appeals to the Ontario Land Tribunal (OLT).
- Conduct long term analysis and provide recommendations regarding strategic projects.
- Monitor Provincial Legislation for changes that effect the Township and the community.
- Co-ordinate, interpret and implement responses from various agencies and staff in other disciplines (i.e. engineering, ecology, biology, hydrogeology, archaeology etc.).
- Manage financial transactions related to planning applications (i.e. development deposits, pre-development agreements, peer reviews).

2026 Operating Budget Planning

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$102,026	\$99,275	-\$2,751	-2.7%
Advertising and Special Events	\$3,000	\$3,000	\$0	0.0%
Computer Hardware and Software	\$5,500	\$5,500	\$0	0.0%
Contracted Services	\$9,000	\$14,000	\$5,000	55.6%
Office Equipment, Materials and Supplies	\$500	\$500	\$0	0.0%
Professional Development and Memberships	\$2,800	\$3,700	\$900	32.1%
Taxes Payable	\$116,221	\$123,982	\$7,761	6.7%
Expenses Total	\$239,047	\$249,957	\$10,910	4.6%
Revenues				
Other Revenues	-\$1,500	-\$1,500	\$0	0.0%
Planning Application Revenue	-\$38,000	-\$38,000	\$0	0.0%
Revenues Total	-\$39,500	-\$39,500	\$0	0.0%
Grand Total	\$199,547	\$210,457	\$10,910	5.5%

Building and By-law Services

3.6

Building Services Responsibility Summary

- Responsible for the administration and enforcement of the Building Code Act and related Building By-laws.
- Responsible for interpreting and enforcing the Zoning By-law, Property Standards By-law, Yard By-law, Noise By-law, Development Charges By-law and other various relatable By-laws.
- Review plans for construction projects in conformance with the OBC and issue the related Building Permit.
- Review plans and issue permits for sewage systems.
- Conduct field inspections for issued building and sewage permits.
- Conduct investigations under the authority of various By-laws, such as the Zoning By-law, Property Standards By-law and others.
- Participate in pre-consultation meetings regarding development applications.
- Responsible for enforcement of animal control in partnership with Peterborough Humane Society.
- Oversees the Township's Planning Services.

2026 Operating Budget Building

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$437,515	\$414,503	-\$23,012	-5.3%
Advertising and Special Events	\$1,200	\$1,200	\$0	0.0%
Computer Hardware and Software	\$14,500	\$14,500	\$0	0.0%
Contracted Services	\$50,600	\$50,600	\$0	0.0%
Equipment Repairs and Maintenance	\$1,500	\$1,500	\$0	0.0%
Fuel	\$4,000	\$4,000	\$0	0.0%
Insurance	\$16,068	\$22,926	\$6,859	42.7%
Materials and Supplies	\$700	\$700	\$0	0.0%
Office Equipment, Materials and Supplies	\$7,120	\$7,120	\$0	0.0%
Overhead Transfer	\$24,670	\$24,670	\$0	0.0%
Professional Development and Memberships	\$20,064	\$20,064	\$0	0.0%
Utilities	\$3,840	\$3,840	\$0	0.0%
Vehicle Repairs and Maintenance	\$2,000	\$2,000	\$0	0.0%
Expenses Total	\$583,777	\$567,623	-\$16,154	-2.8%
Reserves				
Transfer to Reserves	\$57,931	\$56,316	-\$1,615	-2.8%
Reserves Total	\$57,931	\$56,316	-\$1,615	-2.8%
Revenues				
Grants	-\$4,464	-\$4,464	\$0	0.0%
Permit Revenue	-\$637,244	-\$619,475	\$17,769	-2.8%
Revenues Total	-\$641,708	-\$623,939	\$17,769	-2.8%
Grand Total	\$0	\$0	\$0	-100.0%

**2026 Operating Budget
By-law**

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$32,621	\$42,193	\$9,572	29.3%
Advertising and Special Events	\$200	\$200	\$0	0.0%
Contracted Services	\$29,484	\$29,484	\$0	0.0%
Insurance	\$5,000	\$5,000	\$0	0.0%
Materials and Supplies	\$200	\$200	\$0	0.0%
Professional Development and Memberships	\$500	\$500	\$0	0.0%
Expenses Total	\$68,005	\$77,577	\$9,572	14.1%
Revenues				
Infractions	-\$5,000	-\$5,000	\$0	0.0%
Other Revenues	-\$5,200	-\$5,200	\$0	0.0%
Revenues Total	-\$10,200	-\$10,200	\$0	0.0%
Grand Total	\$57,805	\$67,377	\$9,572	16.6%

Library Services

3.7

Library Services Responsibility Summary

- Provide access to collections for the community:
 - Children, young adult and adult fiction, non-fiction, and reference materials including board books, picture books, chapter books, French language, paperbacks, large print, & reference
 - Electronic Resources - E-books, Audiobooks, Online Magazines, Tumble Books (Virtual books for kids), Ancestry.ca, World Book Online, Kanopy (at home streaming of movies and shows on demand), Gale Health and Wellness (authoritative consumer health information)
 - Periodicals: Magazines, Newspapers (Dummer News, Lakefield Herald)
 - Daisy Reader and CDs (talking books for visually impaired)
 - DVDs, Audiobooks, & literacy kits
 - Local History Archives in partnership with Township
- Provide programs and services to the community:
 - Deliver child, youth, adult, and class programming such as weekly storytime, class visits, youth group, language and computer literacy classes
 - Provide research, reference, and readers' advisory
 - Provide public computer access, Wi-Fi and internet access
 - Maintain a safe meeting place for people in our community
 - Support local artists and host art shows on behalf of the Art Gallery Committee in the Douro-Dummer Public Library Art Gallery

Library Budget Impacts

Capital

1. **Library Building Improvements** – \$15,000 (Library Capital Reserve)

- This project involves the removal of one or two non-load-bearing interior walls within the library to create a more open and functional space.
- The current interior configuration limits visibility, accessibility, and space utilization. By opening up the space, the library will better accommodate patrons, programming needs, and future flexibility in service delivery.
- This project supports the library's mission to provide a welcoming and adaptive environment for the community by improving layout flexibility, increase usable floor area, and enhance the overall user experience within the facility.

2. **Books and Material** – \$14,000 (Library Operating Grant)

- New books for the library collection
- Standard practice for library collections management

Library Budget Impacts

Operating

1. Increase to Library Service Hours – \$11,849

- To support the strategic priorities of the library, the proposed 2026 operating budget includes an increase of 3 open hours per week at the library. This adjustment would extend Wednesday and Thursday service hours to 7:00 p.m., making library services more accessible to working residents and families
- This expansion aligns with minimum staffing and operating hour standards for a library serving a population between 5,000 and 10,000, and supports the Board's goal of enhancing visibility, growing active membership, and better accommodating community routines.

Proposed Library Schedule								Total
	Mon	Tue	Wed	Thu	Fri	Sat		
Current Operating Hours	10-3	1-7	10-3	10-3	10-3	10-3		
Current Number of Hours		5	6	5	5	5		26
Proposed Operating Hours	10-3	12-7	12-7	10-3	10-3			
Proposed Number of Hours		5	7	7	5	5		29
Proposed Schedule								
Librarian (currently 25.5)	5	6	6	6	6			29
Library Assistant (currently 15)		7	4		5	3		19
Library Clerk (currently 14)			4	5		3		12
Current Annual Hours	1,352							
Proposed Annual Hours	1,508							
Additional Hours needed	156							

Library Budget Impacts

Continued Operating Adjustments (Future Years)

The proposed library operational change reflects the key focus for the upcoming fiscal year. While this addresses the library's current priorities, future-year operational adjustments are provided below to offer visibility into planned developments, longer-term goals and support strategic planning.

Projected Library Schedule (Future-year)								Total
	Mon	Tue	Wed	Thu	Fri	Sat		
Current Operating Hours		10-3	1-7	10-3	10-3	10-3		
Current Number of Hours		5	6	5	5	5		26
Projected Operating Hours		10-3	10-7	10-7	10-3	10-3		
Projected Number of Hours		5	9	9	5	5		33
Proposed Schedule								
Librarian	5	6	6	6	6			29
Library Assistant I		5	5	5				15
Library Assistant II			5	5	5			15
Library Clerk						5		5
Current Annual Hours	1,352							
Proposed Annual Hours	1,716							
Additional Hours needed	364							

2026 Operating Budget Library

	2025 Budget	2026 Budget	Change (\$)	Change (%)
Expenses				
Employee Wages and Benefits	\$125,291	\$145,753	\$20,462	16.3%
Advertising and Special Events	\$885	\$885	\$0	0.0%
Building Maintenance and Repairs	\$5,450	\$5,450	\$0	0.0%
Computer Hardware and Software	\$3,500	\$3,500	\$0	0.0%
Contracted Services	\$9,050	\$9,050	\$0	0.0%
Equipment Repairs and Maintenance	\$800	\$800	\$0	0.0%
Insurance	\$5,093	\$6,108	\$1,015	19.9%
Internal Rental Recoveries	\$204	\$204	\$0	0.0%
Materials and Supplies	\$3,055	\$2,925	-\$130	-4.3%
Office Equipment, Materials and Supplies	\$2,910	\$2,910	\$0	0.0%
Professional Development and Memberships	\$3,130	\$3,130	\$0	0.0%
Utilities	\$10,600	\$10,600	\$0	0.0%
Expenses Total	\$169,998	\$191,345	\$21,347	12.6%
Revenues Total	-\$1,076	-\$1,076	\$0	0.0%
Grand Total	\$168,923	\$190,269	\$21,347	12.6%

Capital Budget Tables

Section 4

2026 Capital Projects with Funding Sources				
	Grant	Levy	Reserves	Total
Fire and Emergency Services				
Computer Hardware				
Ipad Replacements (5of14)		\$5,000		\$5,000
Equipment				
Bunker Gear (26 sets from 2016)		\$91,000		\$91,000
AED Replacement yr. 1 of 2		\$13,000		\$13,000
Annual Minor Equipment Replacement		\$10,000		\$10,000
Vehicles				
Pumper#1 & Pump 4 Remaining Costs			\$1,000,000	\$1,000,000
Fire and Emergency Services Total		\$119,000	\$1,000,000	\$1,119,000
Library				
Bldg Imp				
Building Improvements			\$15,000	\$15,000
Equipment				
Books and Materials	\$14,000			\$14,000
Library Total	\$14,000		\$15,000	\$29,000
Parks & Recreation				
Bldg Imp				
Ice Floor Replacement	\$900,000		\$1,000,000	\$1,900,000
Water Treatment Replacement		\$45,000		\$45,000
Equipment				
50hp Compressor Overhaul		\$8,000		\$8,000
Land Improvements				
South Park Stair Replacment			\$24,000	\$24,000
Shade Structure		\$8,500		\$8,500
Parks & Recreation Total	\$900,000	\$61,500	\$1,024,000	\$1,985,500
Roads				
Consultant Fees				
Culvert & Structure Inspections		\$26,500		\$26,500
Equipment				
Generator		\$1,600		\$1,600

2026 Capital Projects with Funding Sources				
	Grant	Levy	Reserves	Total
Gravel				
6th Line South Dummer from Webster Rd to North limit		\$153,004		\$153,004
Fourth Line Dummer from Cooper Rd to North limit		\$85,664		\$85,664
Douro First Line Rd from Cedar Cross Rd to County Rd 4		\$74,397		\$74,397
Douro First Line Rd from Division Rd to County Rd 8		\$65,357		\$65,357
Third line Dummer from County Rd 8 to Clifford Rd		\$48,897		\$48,897
Carlow Line from County Rd 8 to Division Rd		\$48,238		\$48,238
Centre Rd from Highway 28 to County Rd 32		\$44,218		\$44,218
Douro 5th Line Rd from County Rd 8 to Division Rd		\$41,901		\$41,901
Gilchrist Bay Road from County Rd 6 to Little lane		\$41,390		\$41,390
Payne Line Rd from Cedar Cross Rd to		\$35,909		\$35,909
Douro 5th Line Rd from County Rd 6 to Lynch's Rock Rd		\$30,345		\$30,345
Third line Dummer from County Rd 8 to South limit		\$21,767		\$21,767
Douro First Line Rd from County Rd 4 to South limit		\$13,207		\$13,207
Douro First Line Rd from Cedar Cross Rd to North limit		\$10,810		\$10,810
Ivandale Rd from White Lake Rd East to West limit		\$8,652		\$8,652
7th Line Rd Mid Dummer from Webster to North limit		\$8,145		\$8,145
Surface Treatment				
Douro 4th Line from County Rd 4 to County Rd 8	\$199,400			\$199,400
Douro 5th Line from County Rd 8 to 700m South	\$80,241			\$80,241
Ford Street	\$30,520	\$39,480		\$70,000
Strickland St from Highway 28 to Douro 5th Line	\$56,091			\$56,091
Church Street		\$45,000		\$45,000
Water Street	\$45,000			\$45,000
West Street	\$45,000			\$45,000
Moodie Drive from Stenner Rd to East limit		\$36,250		\$36,250
English Line from County Rd 4 to South limit		\$35,695		\$35,695
Mill Street		\$35,000		\$35,000
Stenner Rd from County Rd 32 to North limit		\$26,350		\$26,350
South Beach Road from Highway 28 to East limit		\$23,800		\$23,800
Douro Third Line from South Beach Rd to Rishor Avenue		\$20,500		\$20,500
Douro 5th Line from Lynch Rock Rd to Strickland St		\$10,900		\$10,900
Old Highway 28 from South Beach Road to the North limit		\$9,900		\$9,900
Roads Total	\$456,251	\$1,042,873		\$1,499,124

2026 Capital Projects with Funding Sources				
	Grant	Levy	Reserves	Total
Waste Services				
Equipment				
Generator		\$1,600		\$1,600
Waste Services Total		\$1,600		\$1,600
Clerks				
Computer Software				
Records Management Software		\$25,000		\$25,000
Clerks Total		\$25,000		\$25,000
CAO Office				
Computer Hardware				
Corporate IT Requirements		\$20,000		\$20,000
Consultant Fees				
Building Department Service Delivery Review		\$40,000		\$40,000
CAO Office Total		\$60,000		\$60,000
Total	\$1,370,251	\$1,309,973	\$2,039,000	\$4,719,224

The Corporation of the Township of Douro-Dummer

By-law Number 2025-37

Being a By-law of The Corporation of the Township of
Douro-Dummer to confirm the proceedings of the Special Meeting of Council held
on the 16th day of October 2025

The Municipal Council of The Corporation of the Township of Douro-Dummer Enacts as follows:

1. **That** the action of the Council at its Special Meeting of Council held on October 16th, 2025, in respect to each motion, resolution, and other action passed and taken by the Council at its said meeting is, except where prior approval of the Local Planning Appeal Board is required, hereby approved, ratified, and confirmed.
2. **That** the Mayor and the proper officers of the Township are hereby authorized to do all things necessary to obtain approvals where required, and to execute all documents as may be necessary in that behalf and the Clerk is hereby authorized and directed to affix the Corporate Seal to all such documents.

Passed in Open Council this 16th day of October 2025.

Mayor, Heather Watson

Clerk, Martina Chait-Hartwig